22nd Annual I Corps Fire Support Conference

LTG Roger C. Schultz
Director, Army National Guard

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

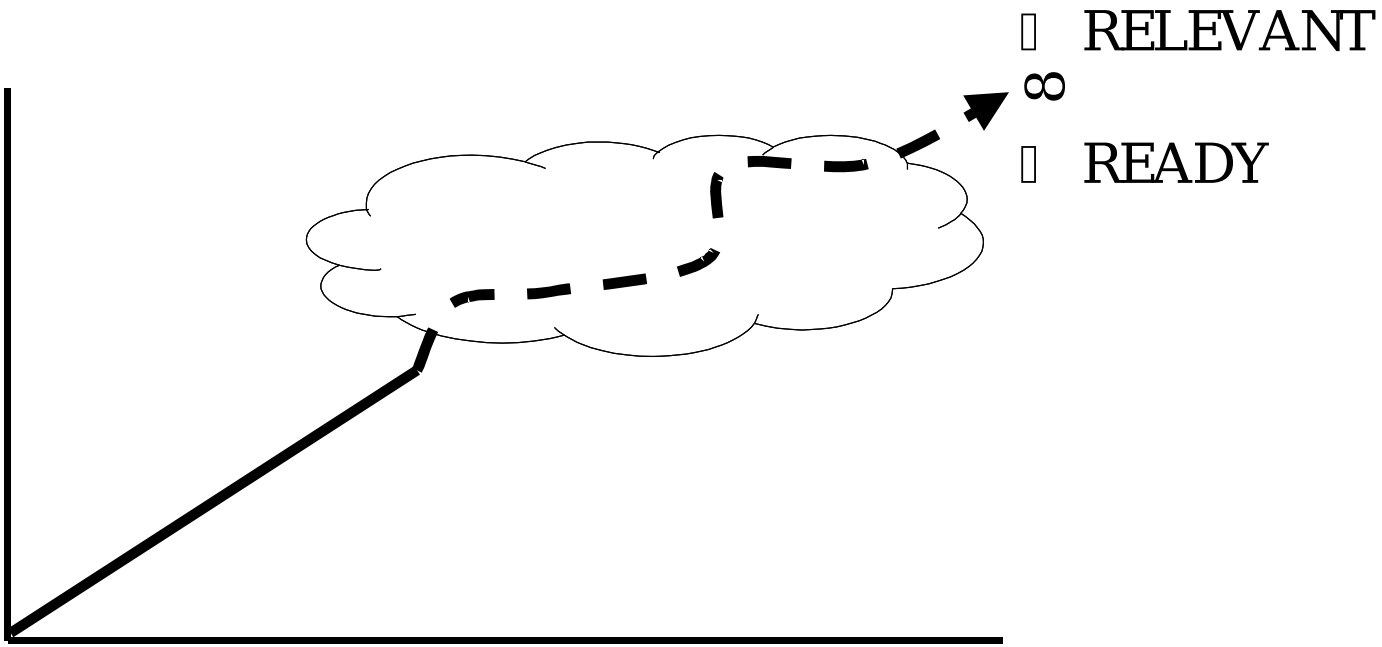
I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

WARRIOR ETHOS

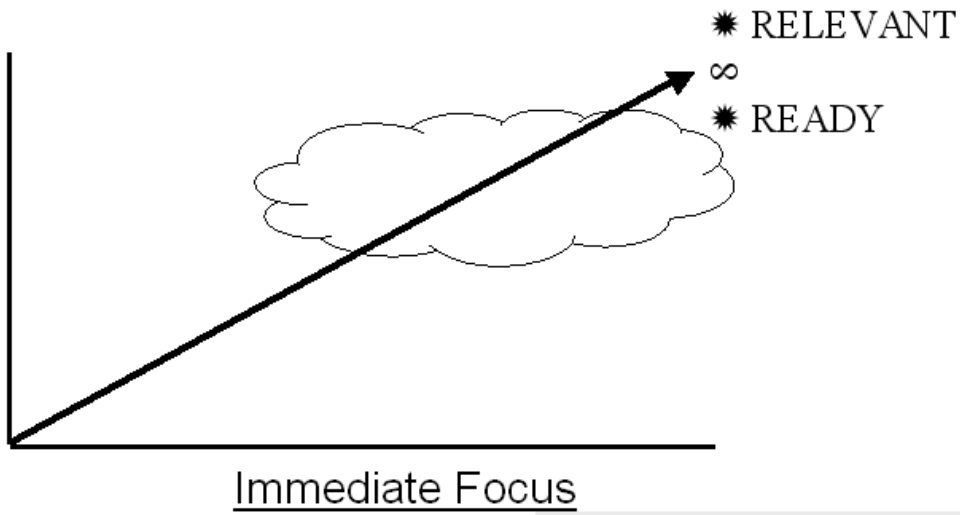


Balance Army Core Competencies and Capabilities:

Train and Equip Soldiers and Grow Leaders

Provide Relevant and Ready Land Power Capability to the Combatant Commander and the Joint Team

Areas of Immediate Focus



Train and Equip Soldiers and Grow Leaders

- The Soldier
- The Bench
- Army Aviation
- Leader Development and Education
- Combat Training Centers/ Battle Command Training Program

Provide Relevant and Ready Land Power Capability to the Combatant Commander and the Joint Team

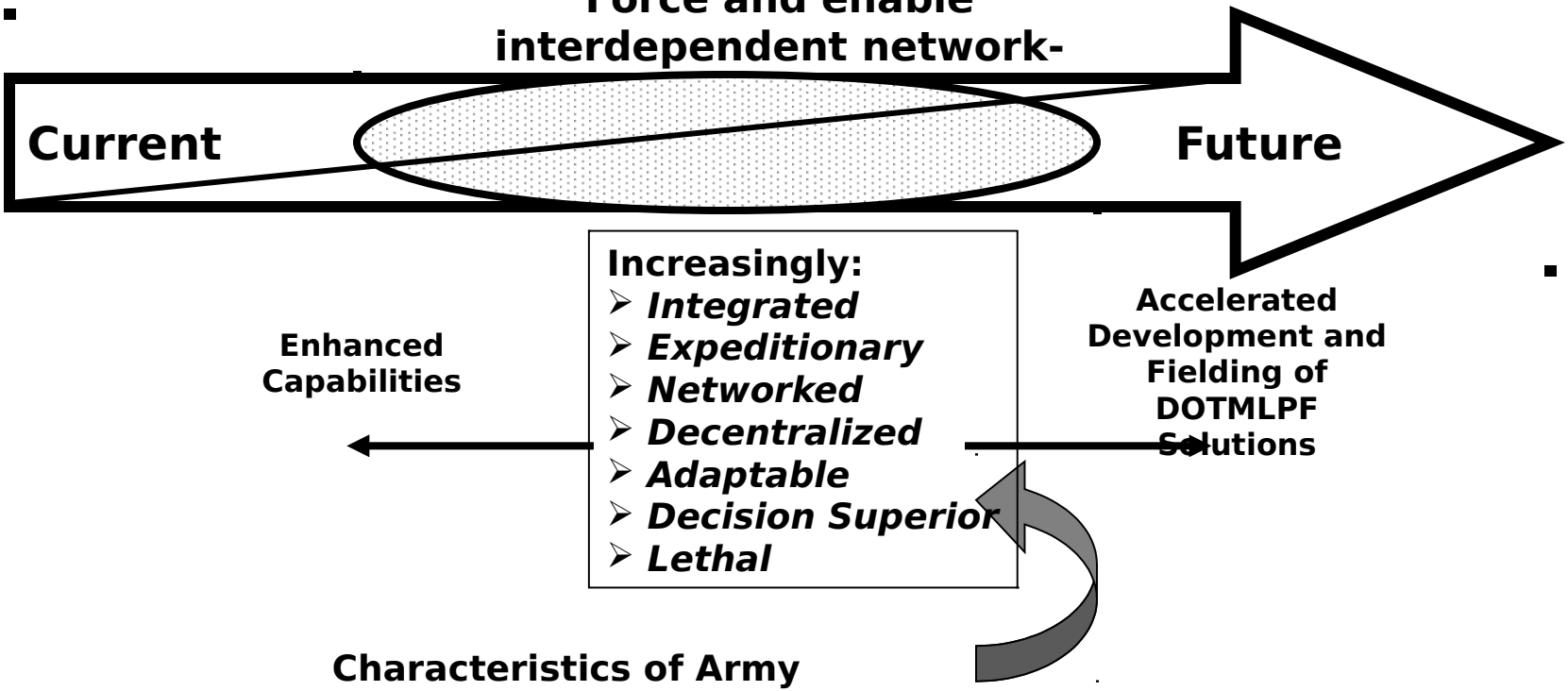
- Current to Future Force
- The Network
- Modularity
- Joint and Expeditionary Mindset
- AC/RC Balance
- Force Stabilization
- Actionable Intelligence

Enable the Force

- Installations as Flagships
- Resource Processes
- Strategic Communications
- Authorities, Responsibilities, and Accountability

Evolving Army Transformation

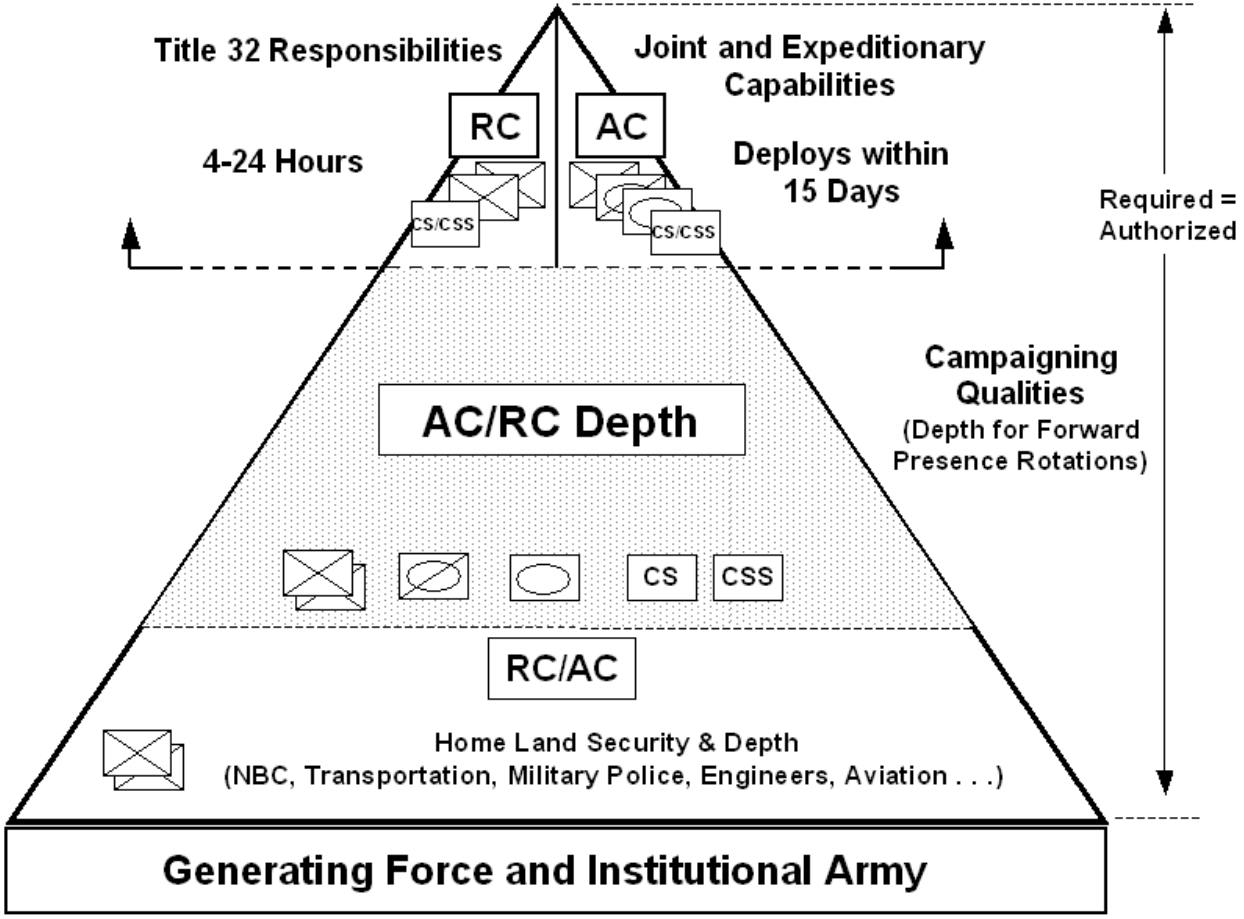
Fully Networked Battle Command capabilities bridge from the Current to Future Force and enable interdependent network-



Characteristics of Army Transformation:
Responsiveness, Deployability, Agility, Versatility, Lethality, Survivability, and Sustainability fully support Future Joint Force Attributes

Structuring the Force

"Our Army at War—Relevant and Ready"



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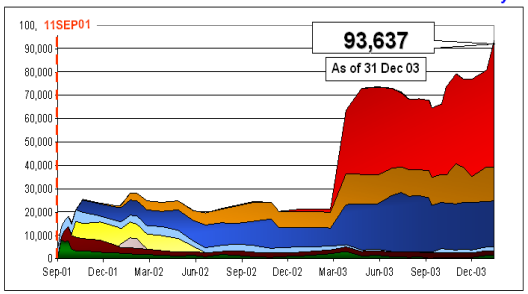
ARNG Yesterday, Today and Tomorrow

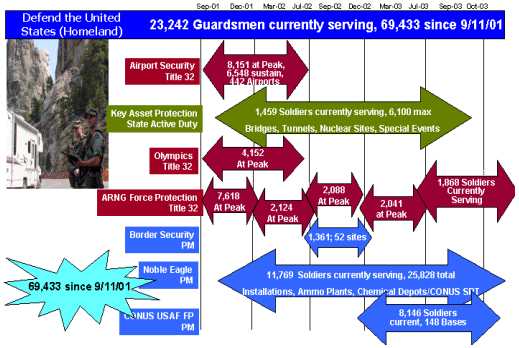
State of the ARNG Since 9/11

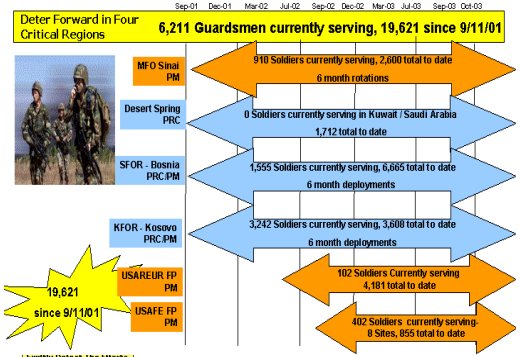
Level of Activity

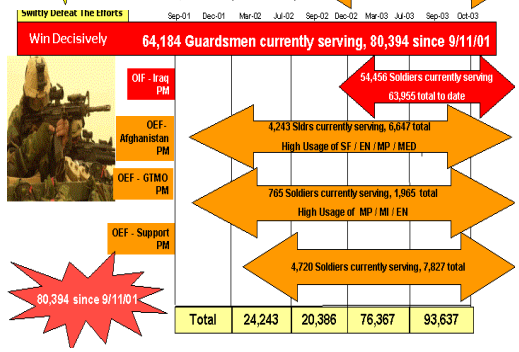


ARNG Personnel Employed in Direct Support as of 31 Dec 03

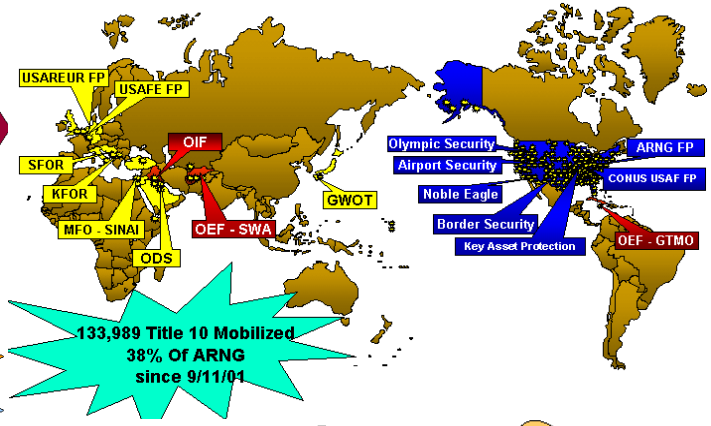
- Partial Mobilization: 88,800 Soldiers
- Iraqi Freedom: 54,456 Soldiers
- Enduring Freedom: 14,429 Soldiers
- Operation Noble Eagle: 19,915 Soldiers
- Presidential Res. Call-up: 1,510 Soldiers
- Force Protection: 1,868 Soldiers
- Airport Security: 0 Soldiers
- State Active Duty: 1,459 Soldiers
- Olympics: 0 Soldiers

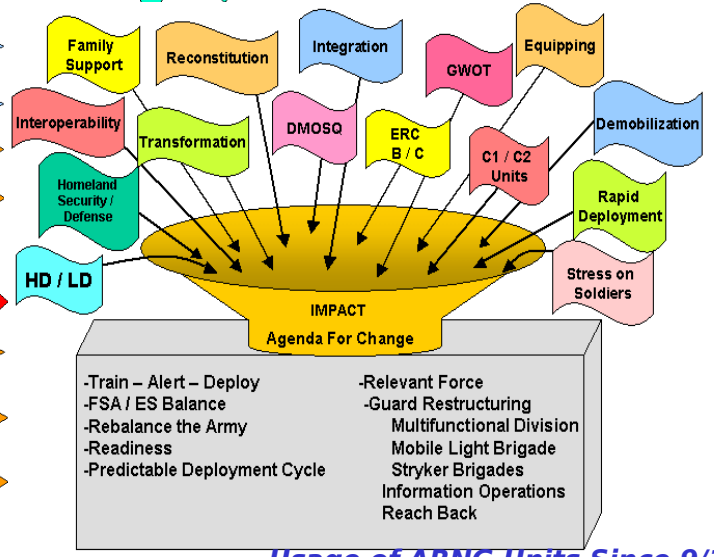

Defend the United States (Homeland)
23,242 Guardsmen currently serving, 69,433 since 9/11/01
Sep-01 Dec-01 Mar-02 Jul-02 Sep-02 Dec-02 Mar-03 Jul-03 Sep-03 Oct-03
Airport Security Title 32
8,151 at Peak, 6,540 sustain, 442 Airports
Key Asset Protection State Active Duty
1,459 Soldiers currently serving, 6,100 max
Bridges, Tunnels, Nuclear Sites, Special Events
Olympics Title 32
4,152 At Peak
ARNG Force Protection Title 32
7,618 At Peak
2,124 At Peak
2,088 At Peak
2,041 at Peak
1,868 Soldiers Currently Serving
1,361; 52 sites
Border Security PM
Noble Eagle PM
11,769 Soldiers currently serving, 25,828 total
Installations, Ammo Plants, Chemical Depots/CONUS SPT
69,433 since 9/11/01
CONUS USAF FP PM
8,146 Soldiers current, 148 Bases


Deter Forward in Four Critical Regions
6,211 Guardsmen currently serving, 19,621 since 9/11/01
Sep-01 Dec-01 Mar-02 Jul-02 Sep-02 Dec-02 Mar-03 Jul-03 Sep-03 Oct-03
MFO Sinai PM
910 Soldiers currently serving, 2,600 total to date
6 month rotations
Desert Spring PRC
0 Soldiers currently serving in Kuwait / Saudi Arabia
1,712 total to date
SFOR - Bosnia PRC/PM
1,555 Soldiers currently serving, 6,665 total to date
6 month deployments
KFOR - Kosovo PRC/PM
3,242 Soldiers currently serving, 3,608 total to date
6 month deployments
19,621 since 9/11/01
USAREUR FP PM
102 Soldiers Currently serving
4,181 total to date
USAFE FP PM
402 Soldiers currently serving-
8 Sites, 855 total to date

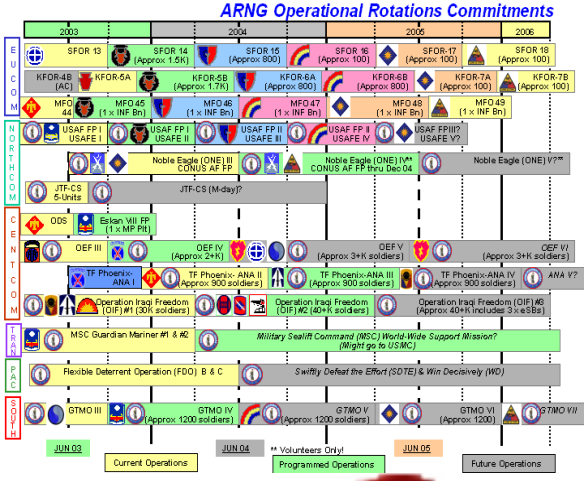

Swiftly Defeat The Efforts
Win Decisively
64,184 Guardsmen currently serving, 80,394 since 9/11/01
Sep-01 Dec-01 Mar-02 Jul-02 Sep-02 Dec-02 Mar-03 Jul-03 Sep-03 Oct-03
OIF - Iraq PM
54,456 Soldiers currently serving
63,955 total to date
OEF-Afghanistan PM
4,243 Sldrs currently serving, 6,647 total
High Usage of SF / EN / MP / MED
OEF - GTMO PM
765 Soldiers currently serving, 1,965 total
High Usage of MP / MI / EN
OEF - Support PM
4,720 Soldiers currently serving, 7,827 total
80,394 since 9/11/01

Total	24,243	20,386	76,367	93,637

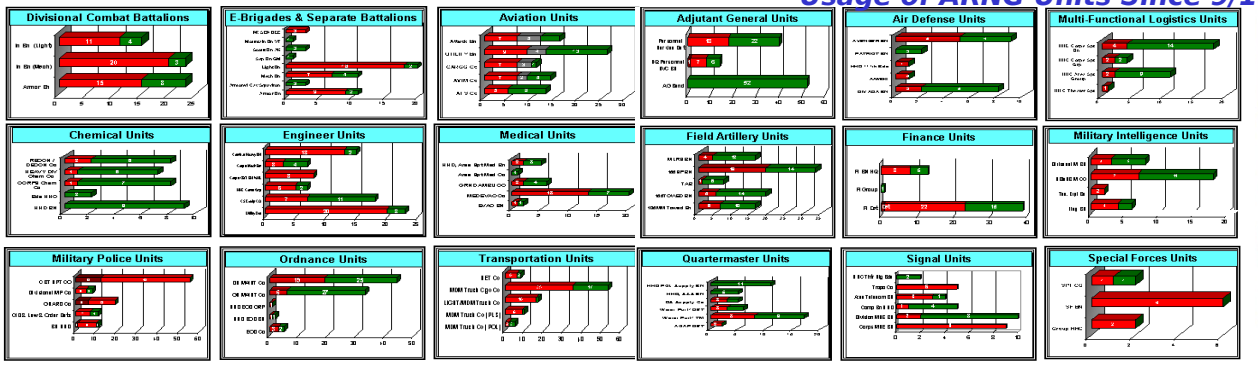




ARNG Operational Rotations Commitments


2003
2004
2005
2006
EUCOM
SFOR 13
SFOR 14 (Approx 1.5K)
SFOR 15 (Approx 800)
SFOR 16 (Approx 100)
SFOR 17 (Approx 100)
SFOR 18 (Approx 100)
KFOR-4B (AC)
KFOR-5A
KFOR-5B (Approx 1.7K)
KFOR-6A (Approx 800)
KFOR-6B (Approx 800)
KFOR-7A (Approx 100)
KFOR-7B (Approx 100)
MFO 44
MFO 45 (1 x INF Bn)
MFO 46 (1 x INF Bn)
MFO 47 (1 x INF Bn)
MFO 48 (1 x INF Bn)
MFO 49 (1 x INF Bn)
NORTHCOM
USAF FP I USAFE I
USAF FP I USAFE II
USAF FP II USAFE III
USAF FP II USAFE IV
USAF FP III? USAFE V?
Noble Eagle (ONE) III CONUS AF FP
Noble Eagle (ONE) IV** CONUS AF FP thru Dec 04
Noble Eagle (ONE) V?**
JTF-CS 5-Units
JTF-CS (M-day)?
CENTCOM
ODS
Eskan VIII FP (1 x MP Pit)
OEF III
OEF IV (Approx 2+K)
OEF V (Approx 3+K soldiers)
OEF VI (Approx 3+K soldiers)
TF Phoenix- ANA I
TF Phoenix- ANA II (Approx 900 soldiers)
TF Phoenix- ANA III (Approx 900 soldiers)
TF Phoenix- ANA IV (Approx 900 soldiers)
ANA V?
Operation Iraqi Freedom (OIF) #1 (30K soldiers)
Operation Iraqi Freedom (OIF) #2 (40+K soldiers)
Operation Iraqi Freedom (OIF) #3 (Approx 40+K, Includes 3 x eSBs)
JFCOM
MSC Guardian Mariner #1 & #2
Military Sealift Command (MSC) World-Wide Support Mission? (Might go to USMC)
SOUTHCOM
Flexible Deterrent Operation (FDO) B & C
Swiftly Defeat the Effort (SDTE) & Win Decisively (WD)
GTMO III
GTMO IV (Approx 1200 soldiers)
GTMO V (Approx 1200 soldiers)
GTMO VI (Approx 1200)
GTMO VII
JUN 03
JUN 04
JUN 05
** Volunteers Only!
Current Operations
Programmed Operations
Future Operations

Usage of ARNG Units Since 9/11



SFOR	Currently 1 INF BDE (-) reducing to 800 soldiers in FY04 and to 100 soldiers by FY05.
KFOR	Currently 1 INF BDE reducing to 800 soldiers in FY04 and to 100 soldiers by FY05.
ANA	1 INF BDE (-) with Regional Training Institute (RTI) capabilities
GTMO	1 MP BDE HQs + 1 INF BN + 1 MP BN (-)
MFO	1 INF BN
OIF	3 INF BDE + 20 ILO MP Co + 23K CS/CSS
ONE	1 DIV
OEF	2 INF BN + 1 ATK BN + 1 EN BN + 1 MP BN (-) + 1 ASG
USAF FP	1 DIV (-)

As of 31 December 04

ARNG Operational Commitm

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Sep-03 Oct-03

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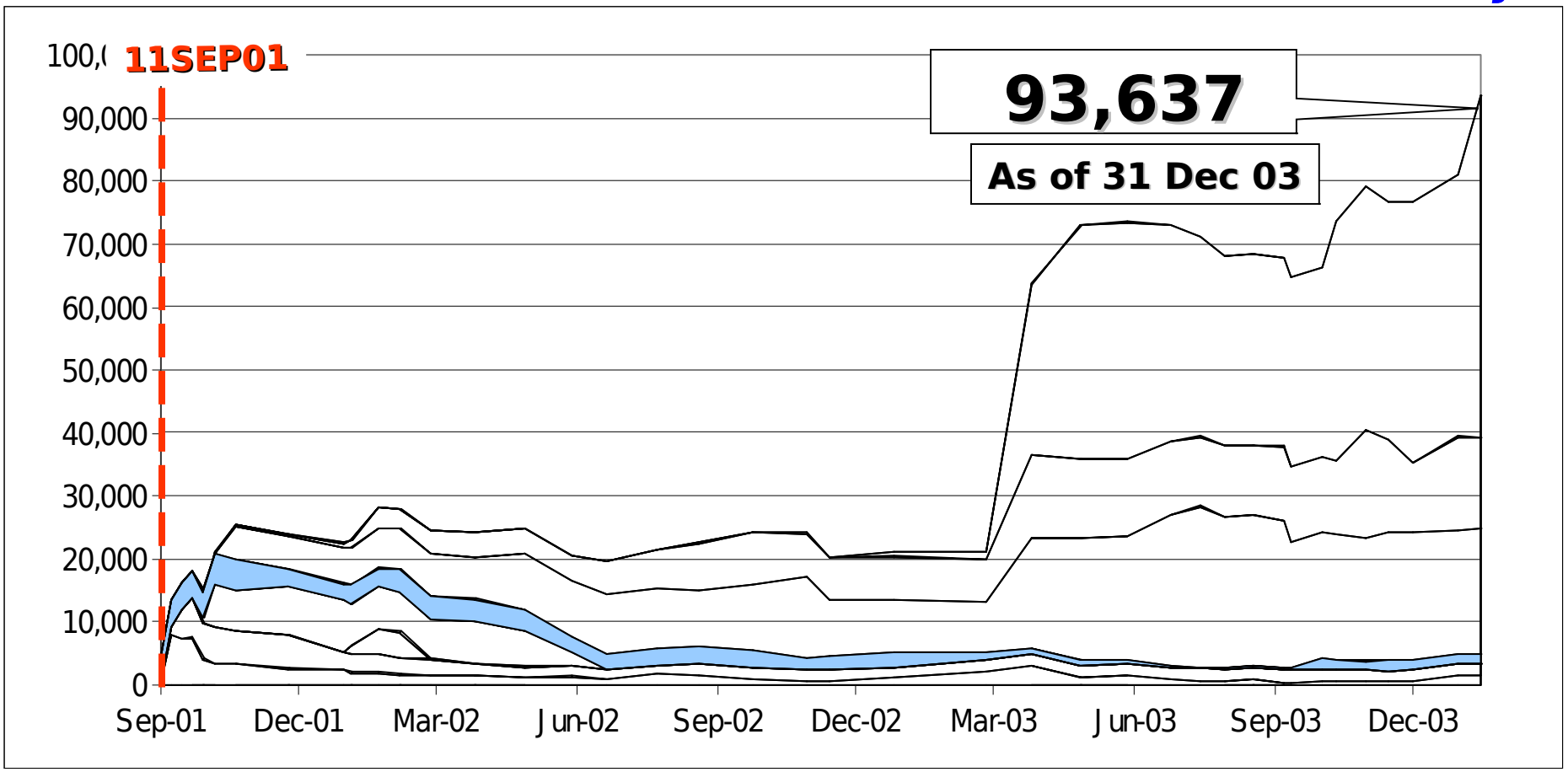
Level of Activity



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Soldiers

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Soldiers

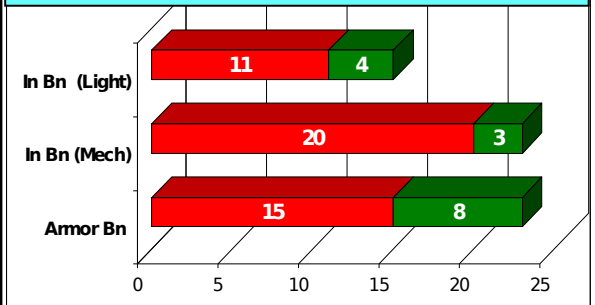
Force Protection: 1,868 Soldiers

Airport Security: 0

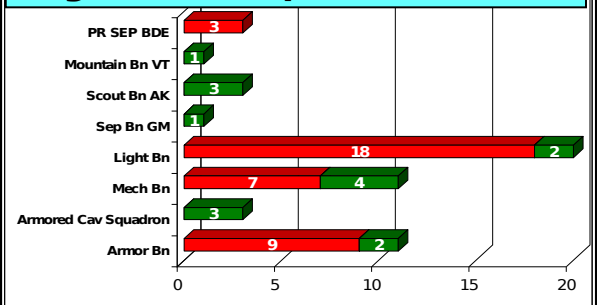
State Active Duty: 1,459

Usage of ARNG Units Since 9/11

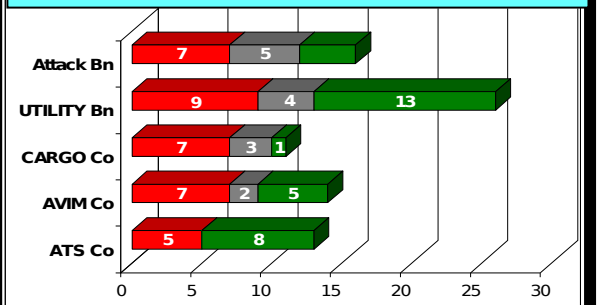
Divisional Combat Battalions



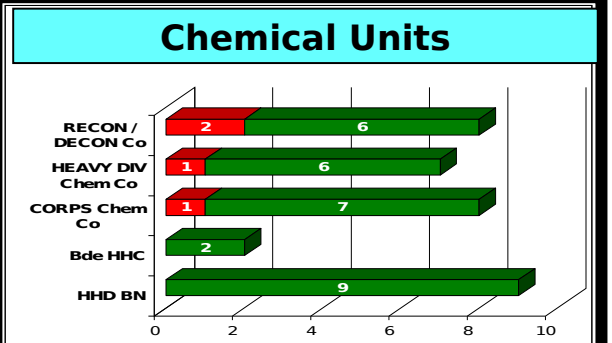
Brigades & Separate Battalions



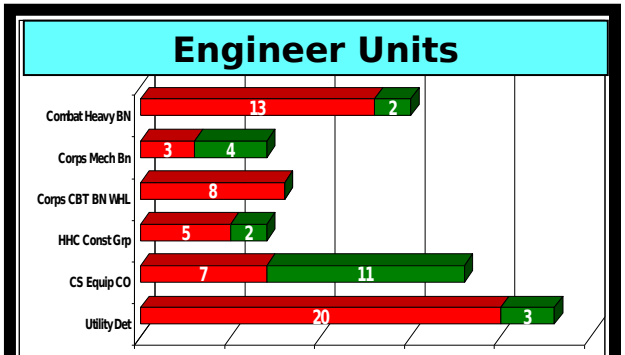
Aviation Units



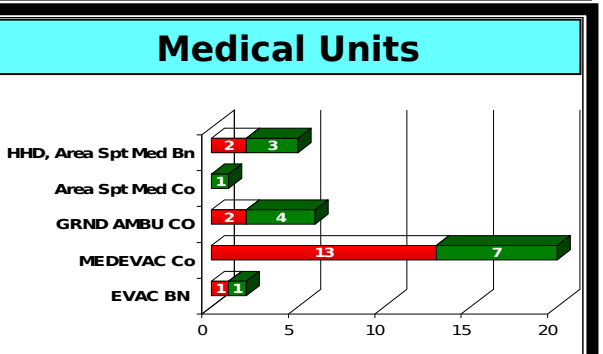
Chemical Units



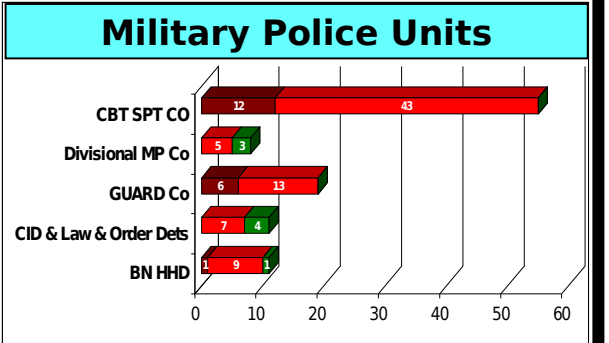
Engineer Units



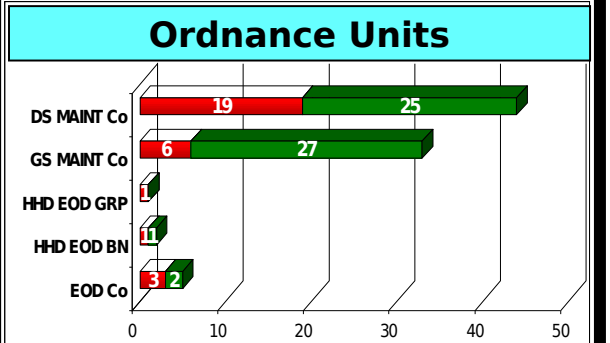
Medical Units



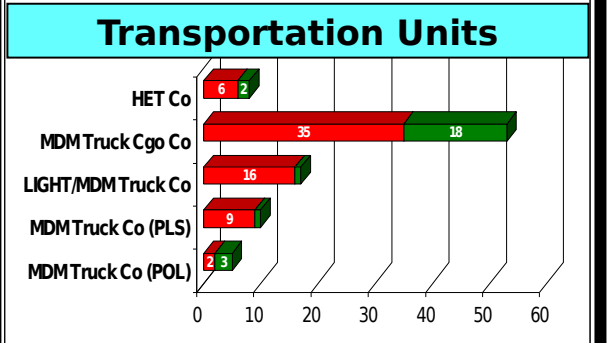
Military Police Units



Ordnance Units

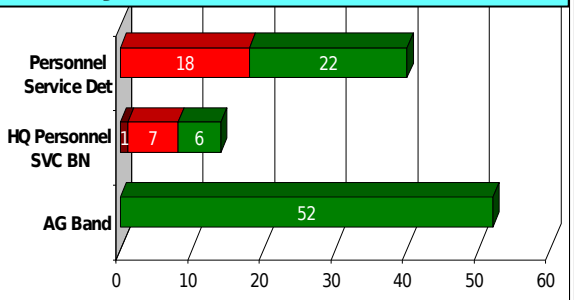


Transportation Units

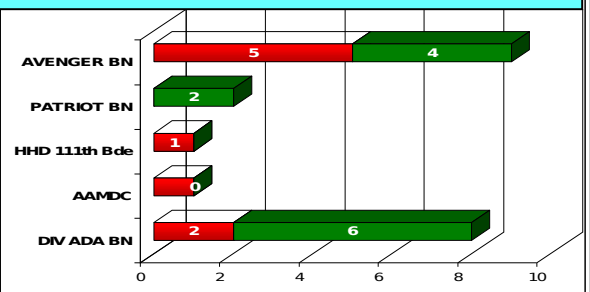


Usage of ARNG Units Since 9/11

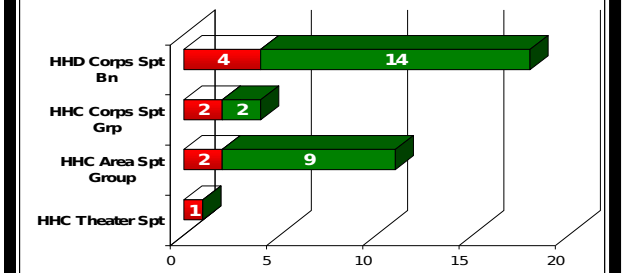
Adjutant General Units



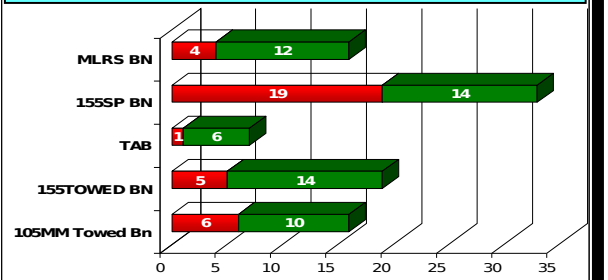
Air Defense Units



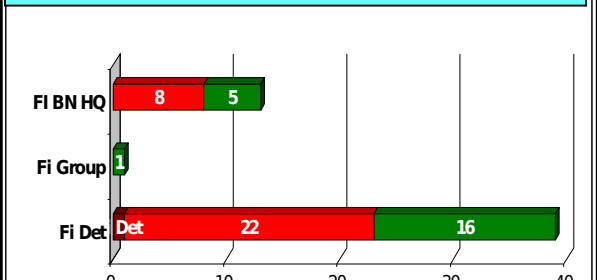
Multi-Functional Logistics Units



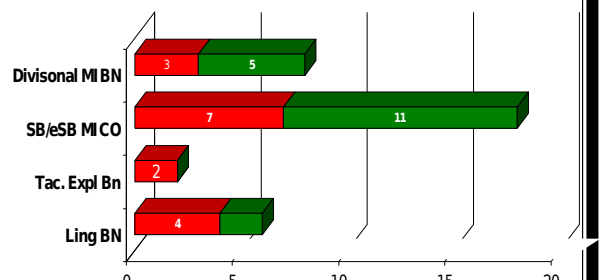
Field Artillery Units



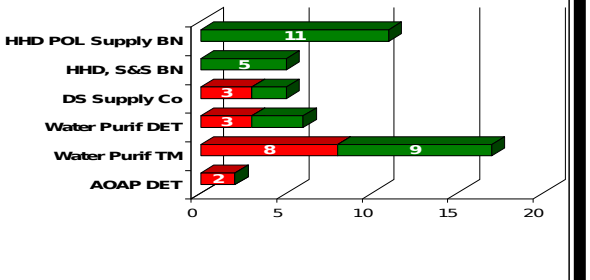
Finance Units



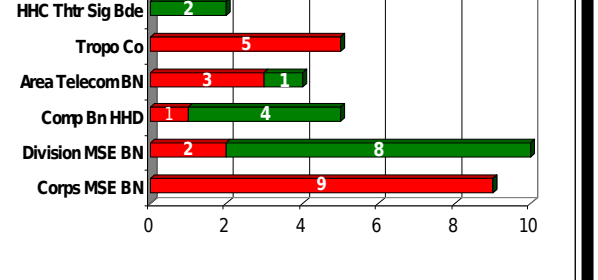
Military Intelligence Units



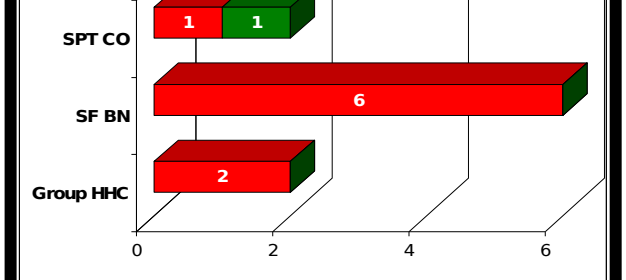
Quartermaster Units



Signal Units

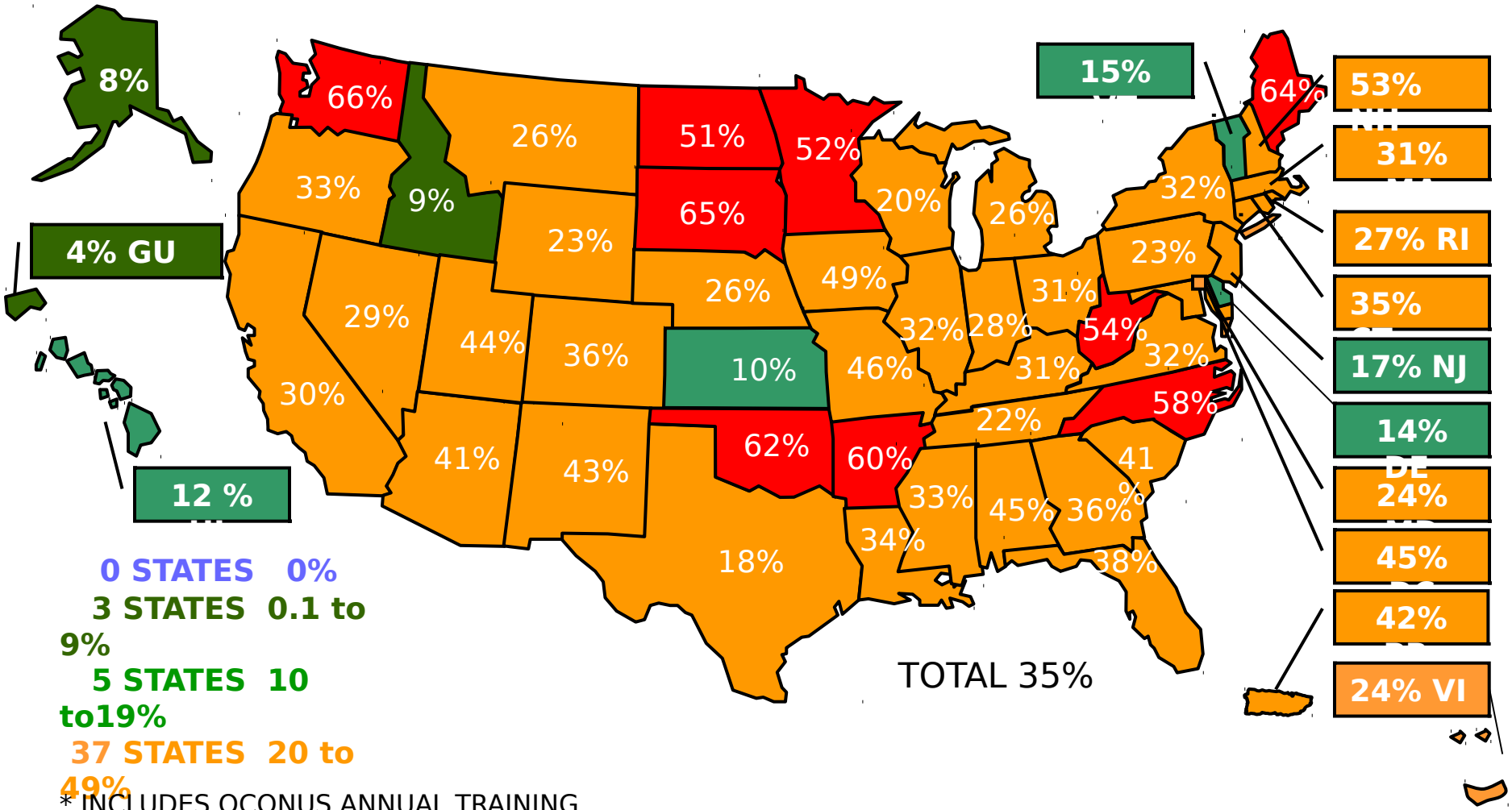


Special Forces Units



TOTAL ARNG EMPLOYED

NUMBERS INCLUDE MOBILIZED, ALERTED, PRC, FORCE PROTECTION, OVERSEAS MISSION SUPPORT, AND STATE ACTIVE DUTY

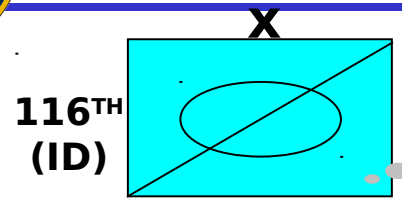


0 STATES 0%
3 STATES 0.1 to 9%
5 STATES 10 to19%
37 STATES 20 to 49%
9 STATES ≥ 50%

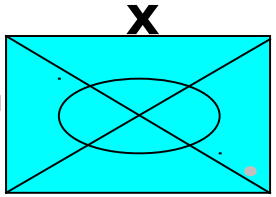
* INCLUDES OCONUS ANNUAL TRAINING.

Data as of 31 DEC 0

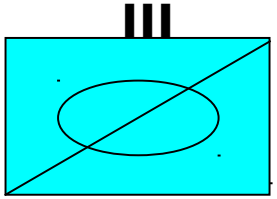
Future Missions



NTC 04-08
12 JUL-11 AUG 04



JRTC 04-08
1-24 JUN 04



CTC
2004

OIF
OEF
ANA

Train/MOB/Deploy ?

SRP ?

Crosslevel ?

Dental ?

Screen

Treatment

1 OCT 03

Alert

NGB States/Territories

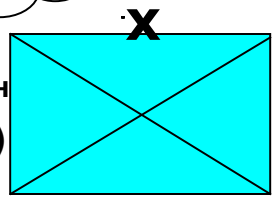
Junior Enlisted ?

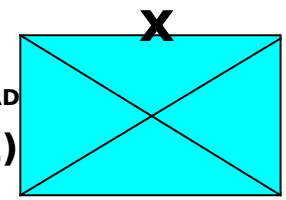
Senior Grade ?

Sergeants ?

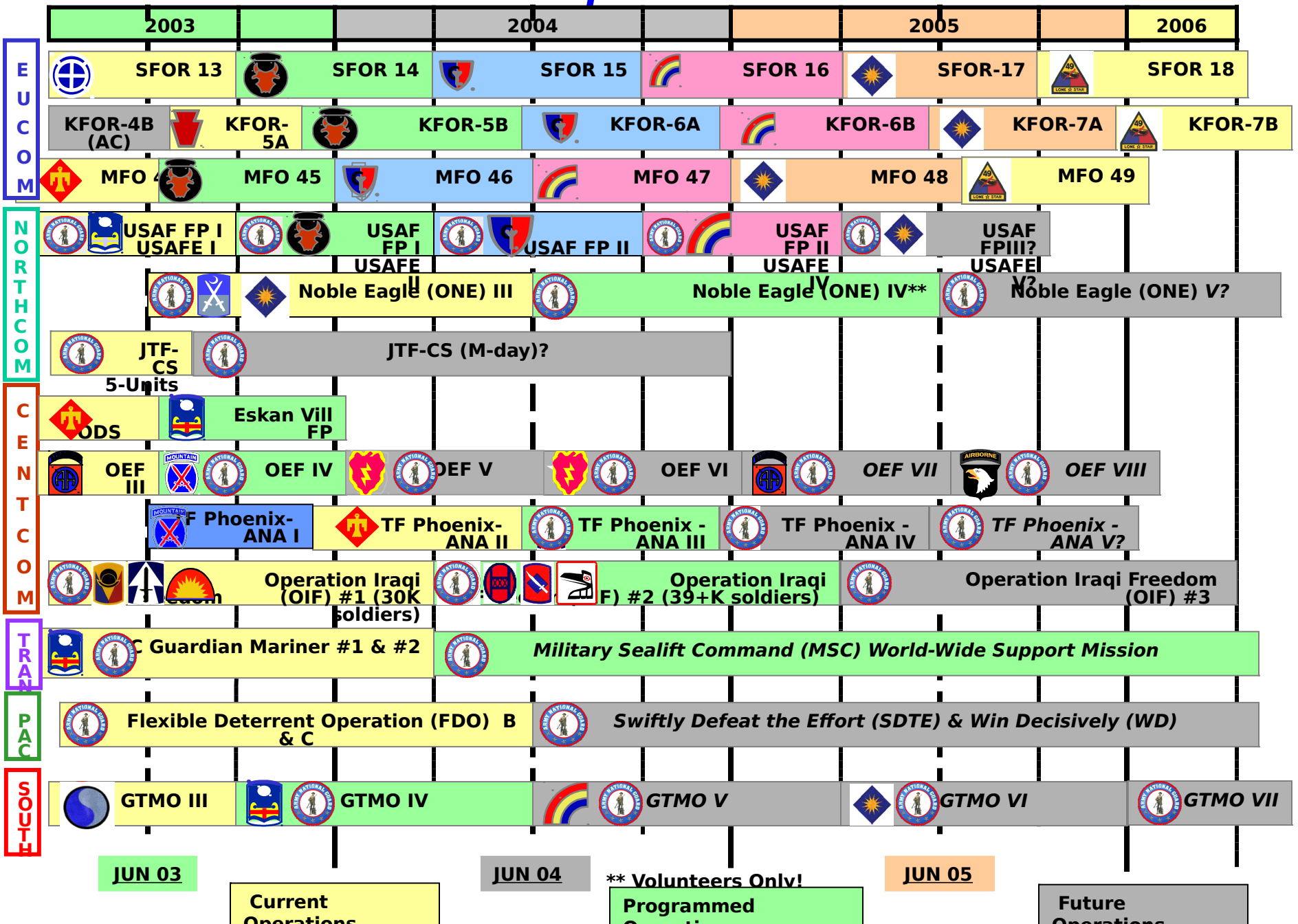
Lieutenants ?

CS/CSS
178 Units

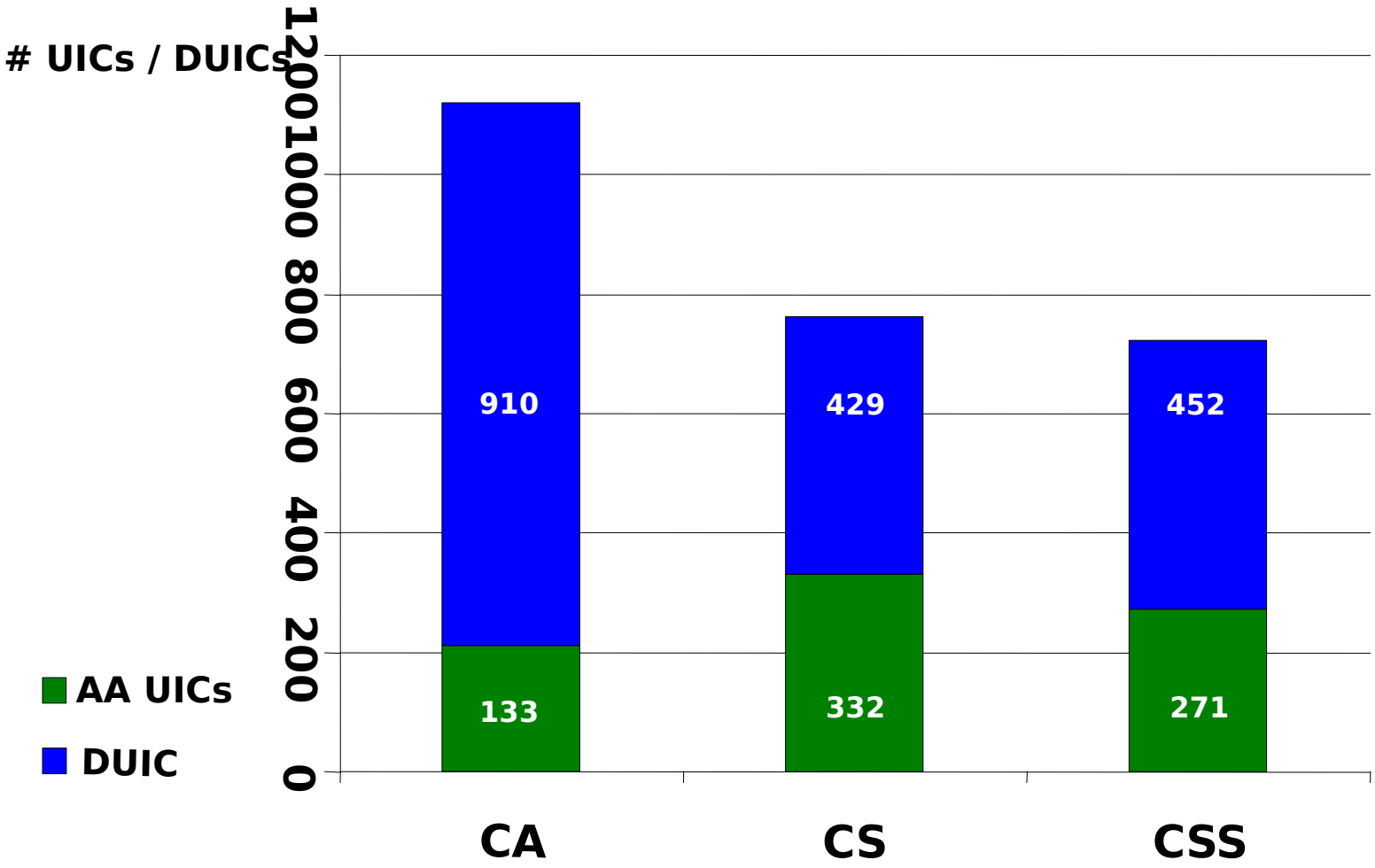




ARNG Operational Rotations Commitments

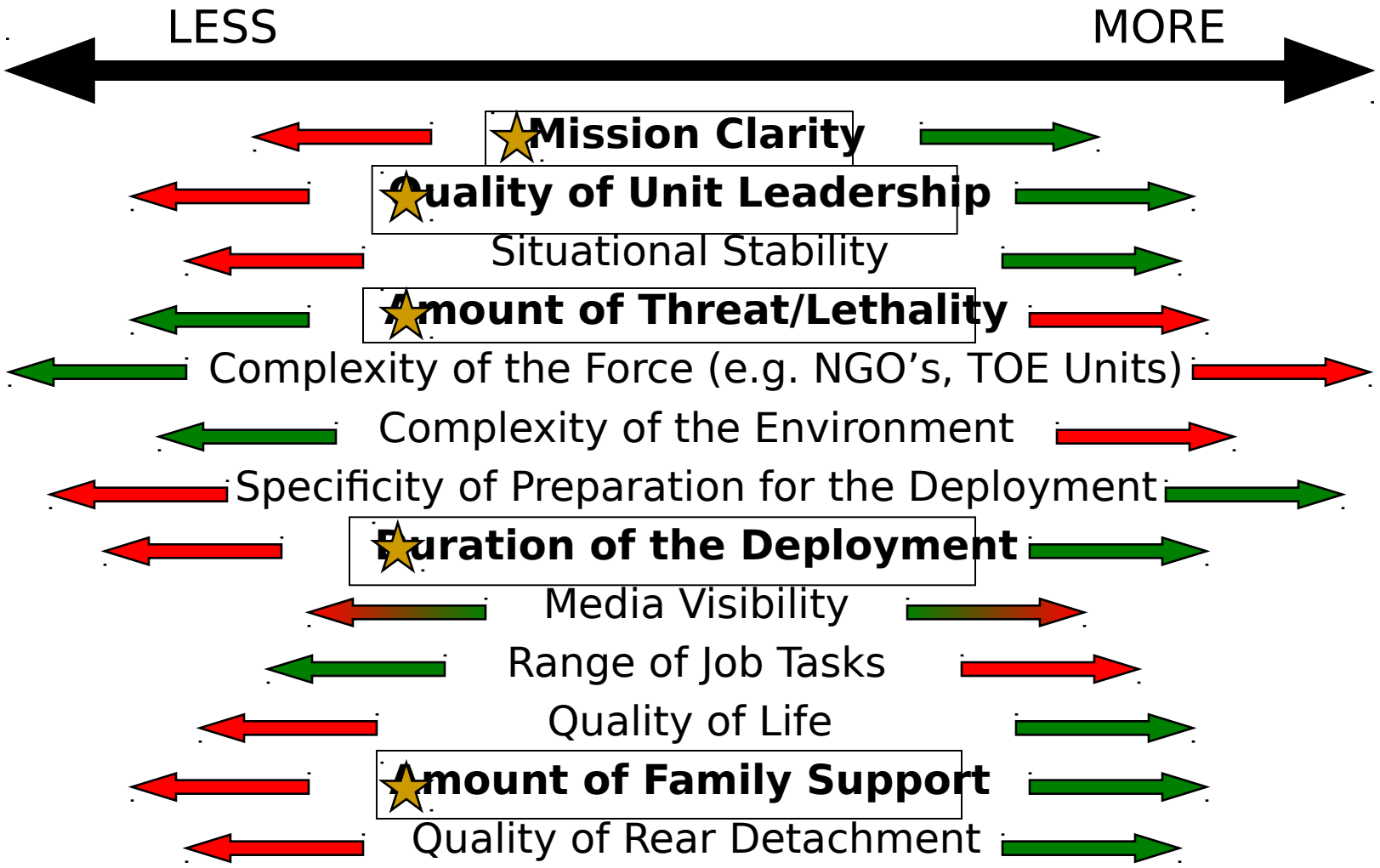


ARNG UIC / DUIC since 9/11



As of 31 Dec 2003

Dimensions That Impact Well Being



Top 5 Factors of Stress (Source: ARI)

FY04 Assessment

Conducted detailed analysis comparing Total Army Forces available to deploy in FY04 and Combatant Commander's Force Requirements for OIF, OEF, Theater Support, GTMO, SFOR, KFOR, MFO, HLD and 5026

20 Functional Areas 304 Capabilities (SRC) Assessment

FA, ADA, CHAP, PA, CS, CHEM, AG, MIL HIST	**206**	**Can meet Force requirements during FY04, with ILO's, within current policy and deployment criteria.**
ENG, HQ	**21**	**Can meet OIF, OEF and SSCs during FY04, with ILO's, but will shortfall HLD and 5026.**
AVN, LT IN, SIG, MP, MI, MED, TRANS, QM, OD, EOD	**77**	**Critical shortfalls to Combatant Commanders' requirements and no suitable ILO's**

FY 03 Strength Factors

End Strength (ES)
351,091
100.31%

HSDG
83.62%
(goal of 90%)

First term losses 13.11%

Retention
103.79%

Attrition rate
16.67%

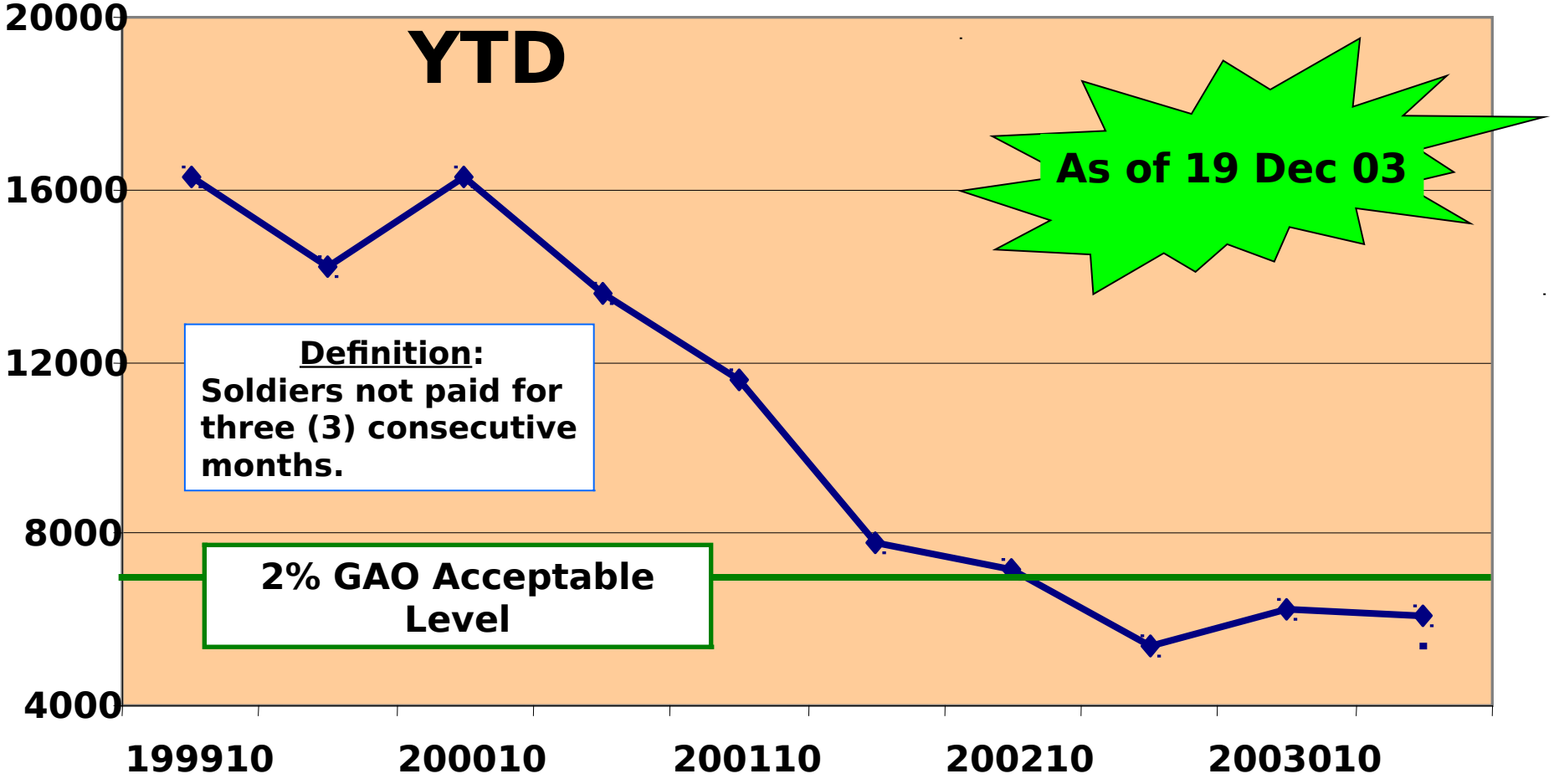
ES Mission success for 7 consecutive years

MOSQ
76.83%

Drill participation rate 98.4%

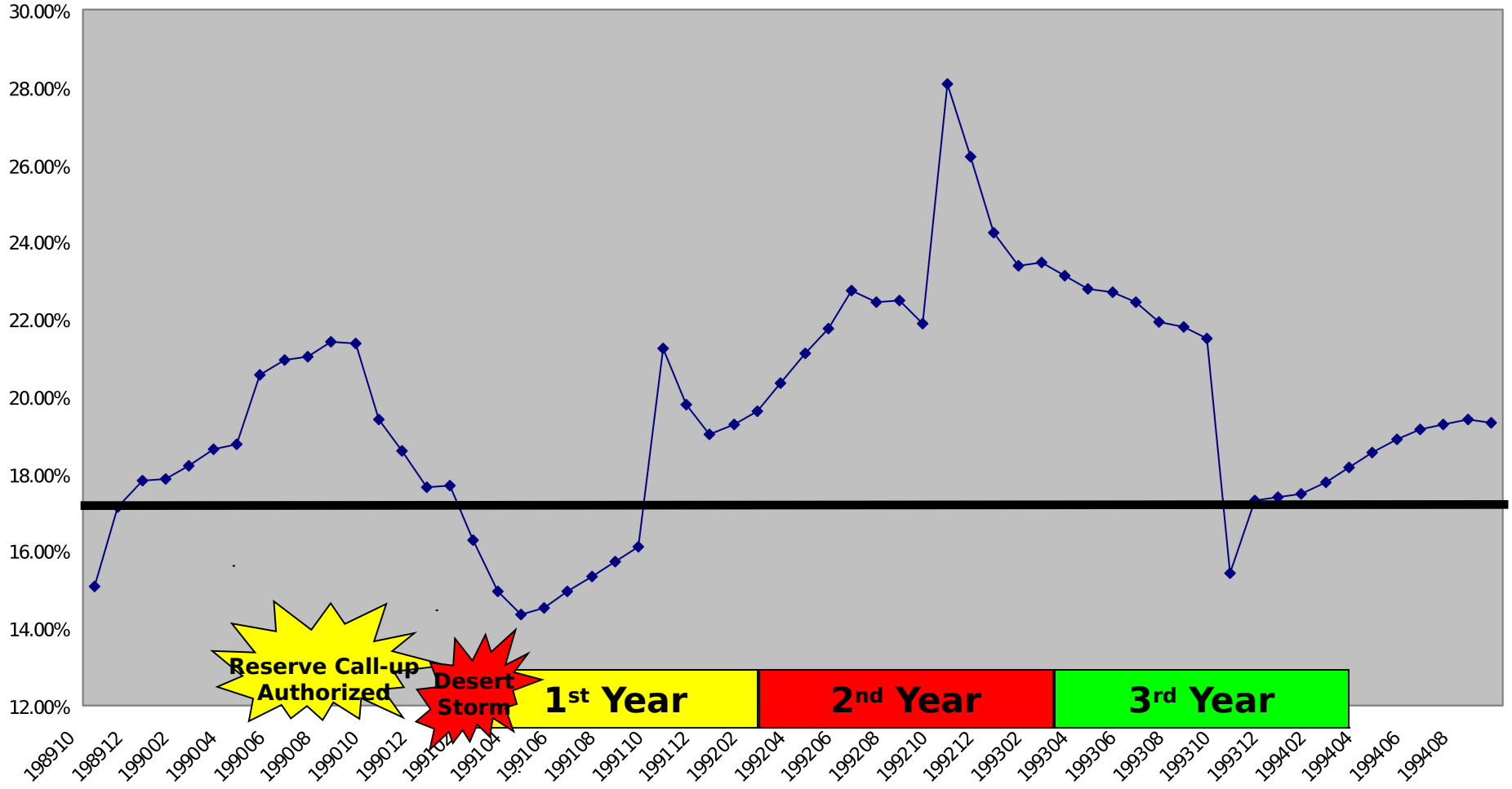
Non-Validation of Pay (Participation) History

Oct 1999 – 2004 YTD

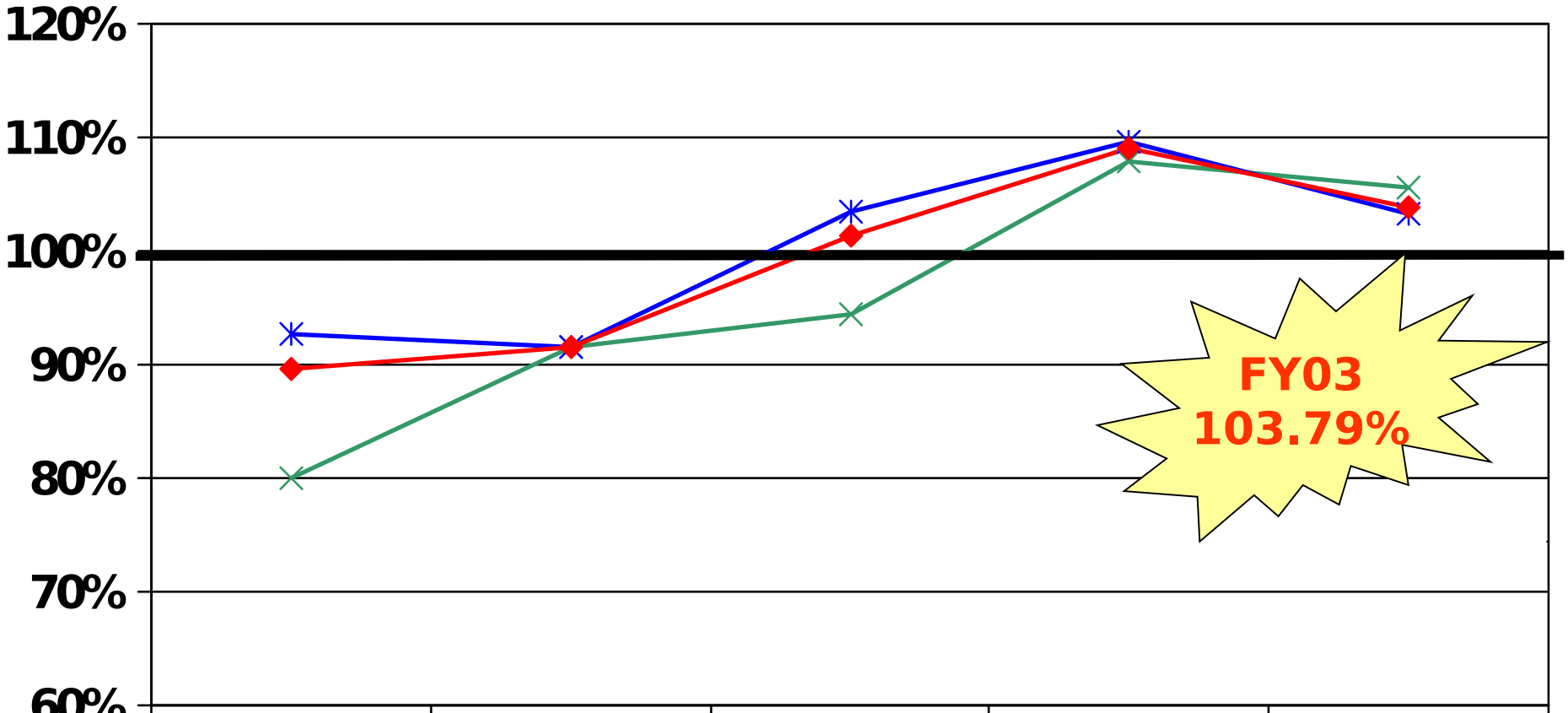


Loss Trends

Post Desert Shield / Desert Storm



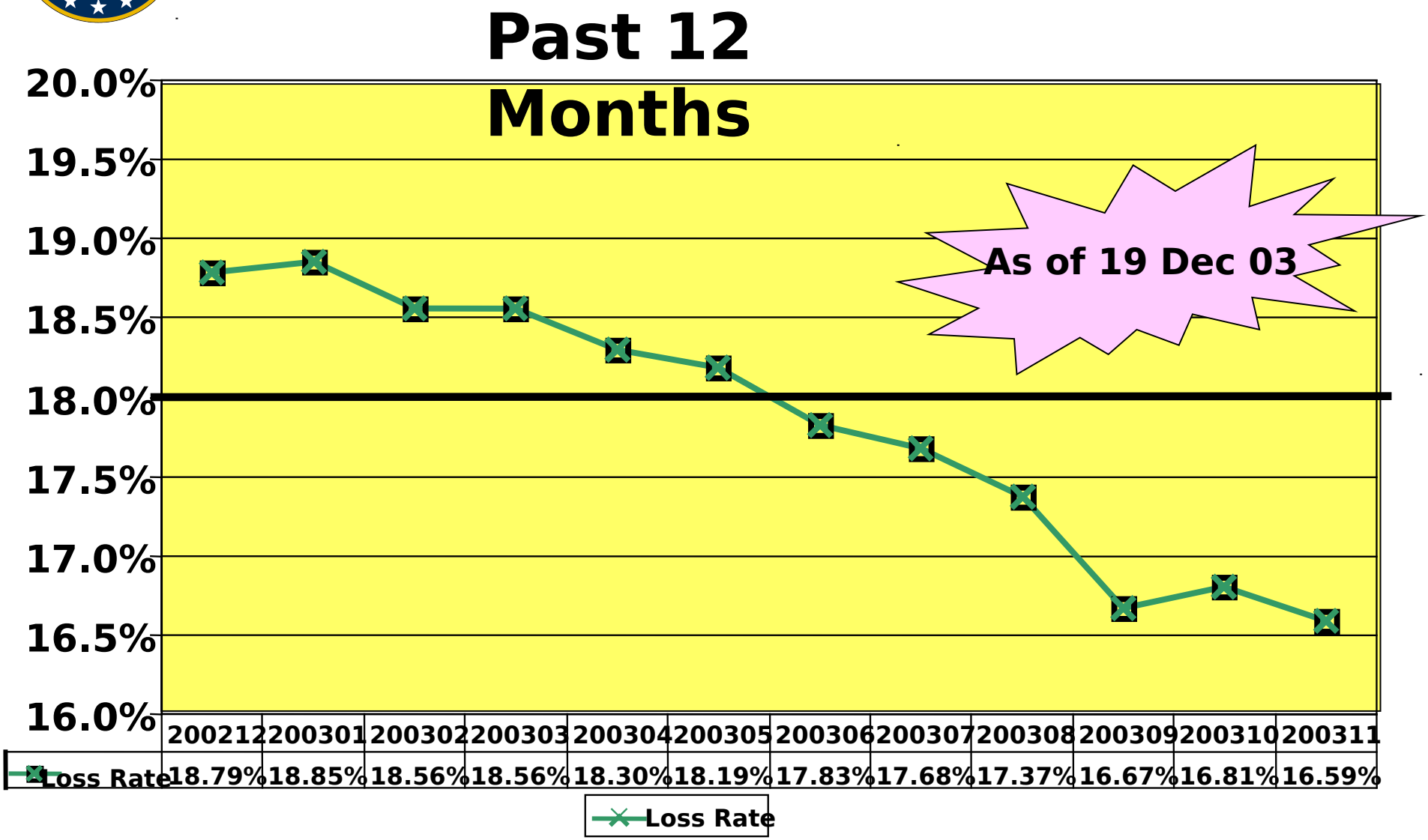
ARNG Retention Trends

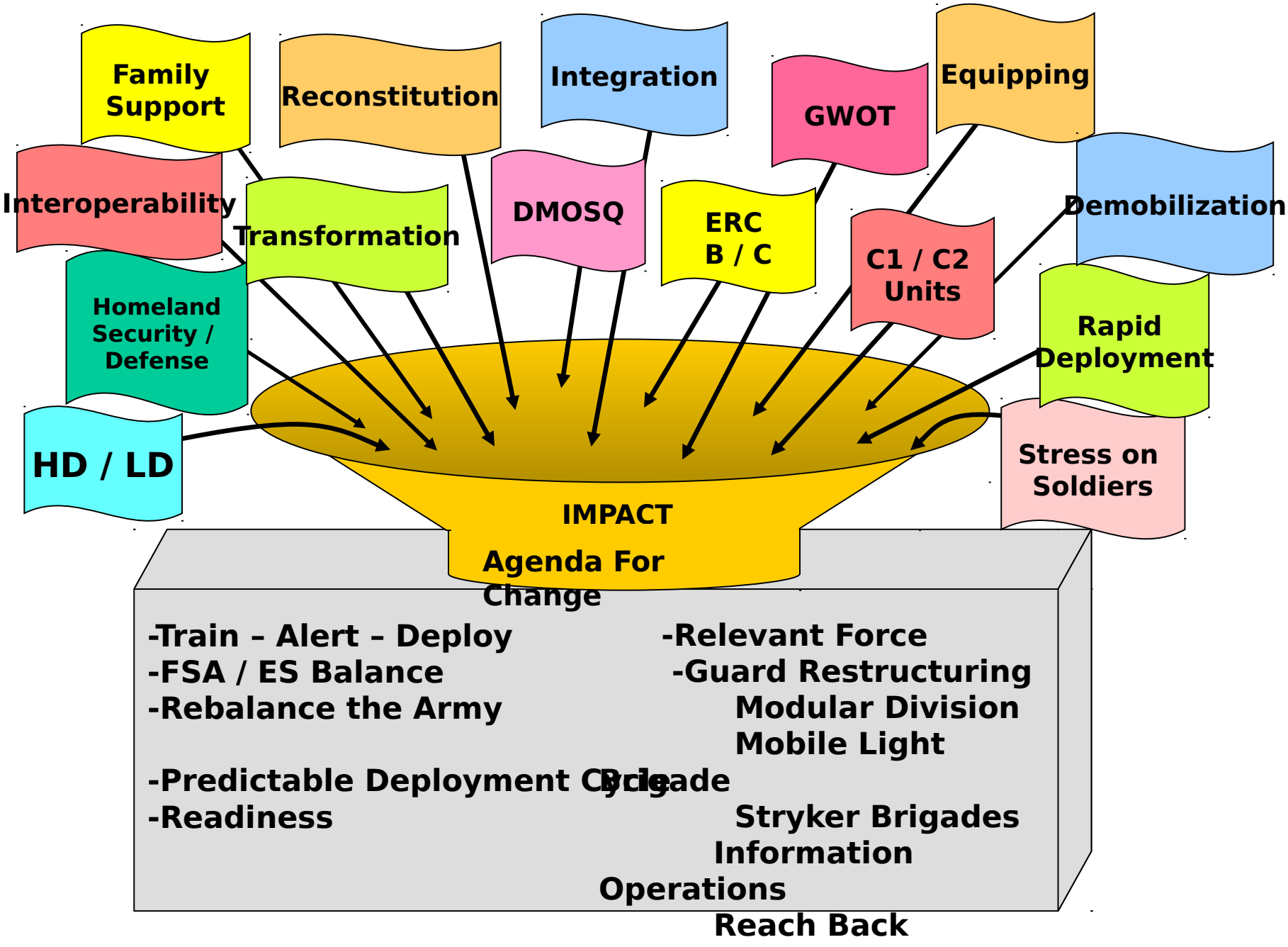


	FY 99	FY 00	FY 01	FY 02	FY 03
First Term	80.0%	91.60%	94.50%	107.80%	105.50%
Careerist	92.6%	91.56%	103.50%	109.60%	103.20%
Total	89.7%	91.57%	101.30%	109.10%	103.79%

First Term Careerist Total

ARNG Loss Trends




Family Support
Reconstitution
Integration
GWOT
Equipping
Interoperability
Transformation
DMOSQ
ERC B / C
C1 / C2 Units
Demobilization
Homeland Security / Defense
Rapid Deployment
HD / LD
Stress on Soldiers
IMPACT
Agenda For Change
-Train – Alert – Deploy
-FSA / ES Balance
-Rebalance the Army
-Predictable Deployment Cycle
-Readiness
-Relevant Force
-Guard Restructuring
Modular Division
Mobile Light Brigade
Stryker Brigades
Information Operations
Reach Back

Field Artillery Allocation Rules

- HQDA G-3 directed study of FA force structure a allocation for TAA-11.
- Determine appropriate number of FA Brigades a to support divisions in Major Combat Operations
- TAA-11 Impacts:
  - Supporting field artillery requirements for 3 Corps and 7 Div
    - 13 FA Brigade Headquarters
    - 30 MLRS/HIMARS Battalions
    - 14 Cannon Battalions
  - Reduces Decisive Victory EAD structure by 2 FA Bdes HQs an
  - Reduces Swiftly Defeat EAD structure by 2 FA Bde HQs and 3
  - Did not address National Guard Divisions with Homeland Sec

Field Artillery Overview

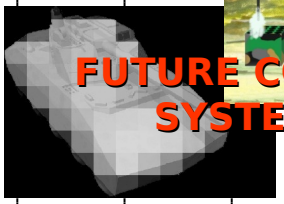
SRC	TITLE	RSTR	#	1	2	3	4	TOTAL
06365A100	FA BN, 155MM SP	593	-2		-1186			-1186
DIVISION AND BELOW TOTALS			-2	0	-1186			-1186
06402L000	HHB, FA BDE	109	-9	-109	-872			-981
06425A100	FA BN, 155MM, TOWED	463	-13	-463	-5556			-6019
06455A000	FA BN, 155SP, CA	493	-3	-493	-986			-1479
06465A000	MLRS BN	399	-7	-399	-2394			-2793
06465A100	HIMARS BN	394	7	788	1970			2758
06602A000	BTLFD COORD DET	40	1	40				40
06604A000	GRND LNO DET	2	-7		-14			-14
EAD TOTALS			-31	-636	-7852			-8488
GRAND TOTALS			-33	-636	-9038			-9674

As of 7 Jan 0

Path Forward For ARNG Field Artillery

Force Structure Initiatives

Platform For The Future Of Modernization



2001-2020

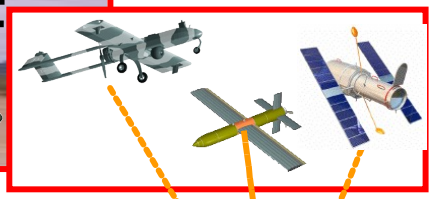
FUTURE

ARNG Field Artillery

HIMARS

FY 05

FY 08



FCS Cannon

FY 08

FY 06

Infantry Carrier Vehicle

Also Targeting Platform

FCS Cannon

DIOPTI

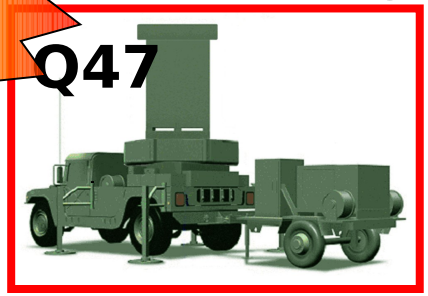
Survey

- No Surveyors
- Embedded
- Weather Satellite

Class III UAV

HIMARS

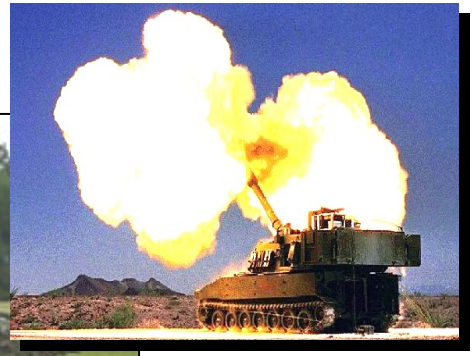
Q47



Embedded Met thru Profiler Block III

Priority Areas of Focu

- Field Artillery Force Structu
- Field Artillery Modernizatio
- Field Artillery Mobilization and Deployments



Challenges for the Futu

- Force Structure
- Modernization
- Deployments
- Sustaining
- Soldiers
- Readiness

Future Systems

Must Be!

“BACKWARD COMPATIBILITY” TO ALL EXISTING C2 SYSTEMS RESIDENT IN THE ARNG

CANNON

MLRS / ATACMS

FIREFINDER RADARS

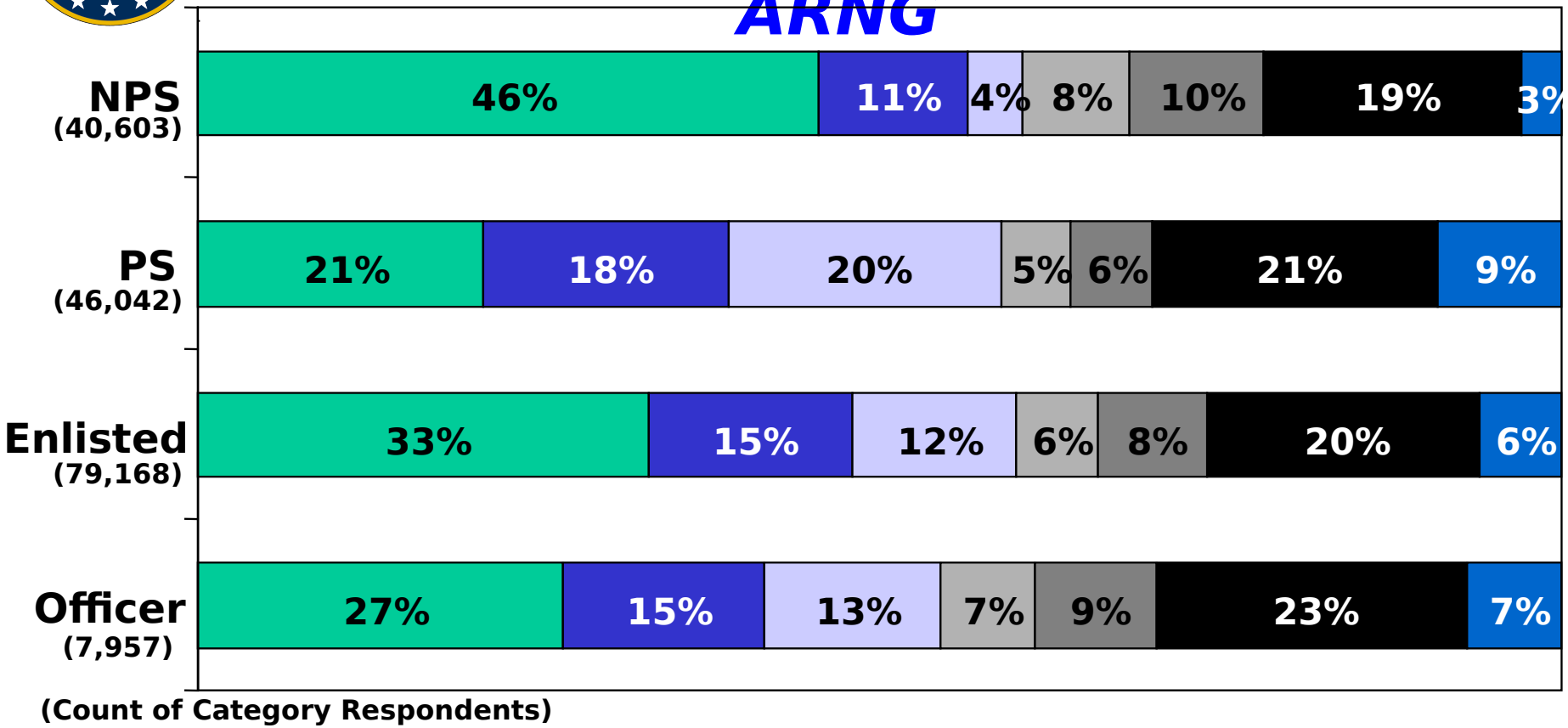
BCS/IFSAS

Current Systems Continue For The Life Of AFATDS 2020 and Beyond

Summary

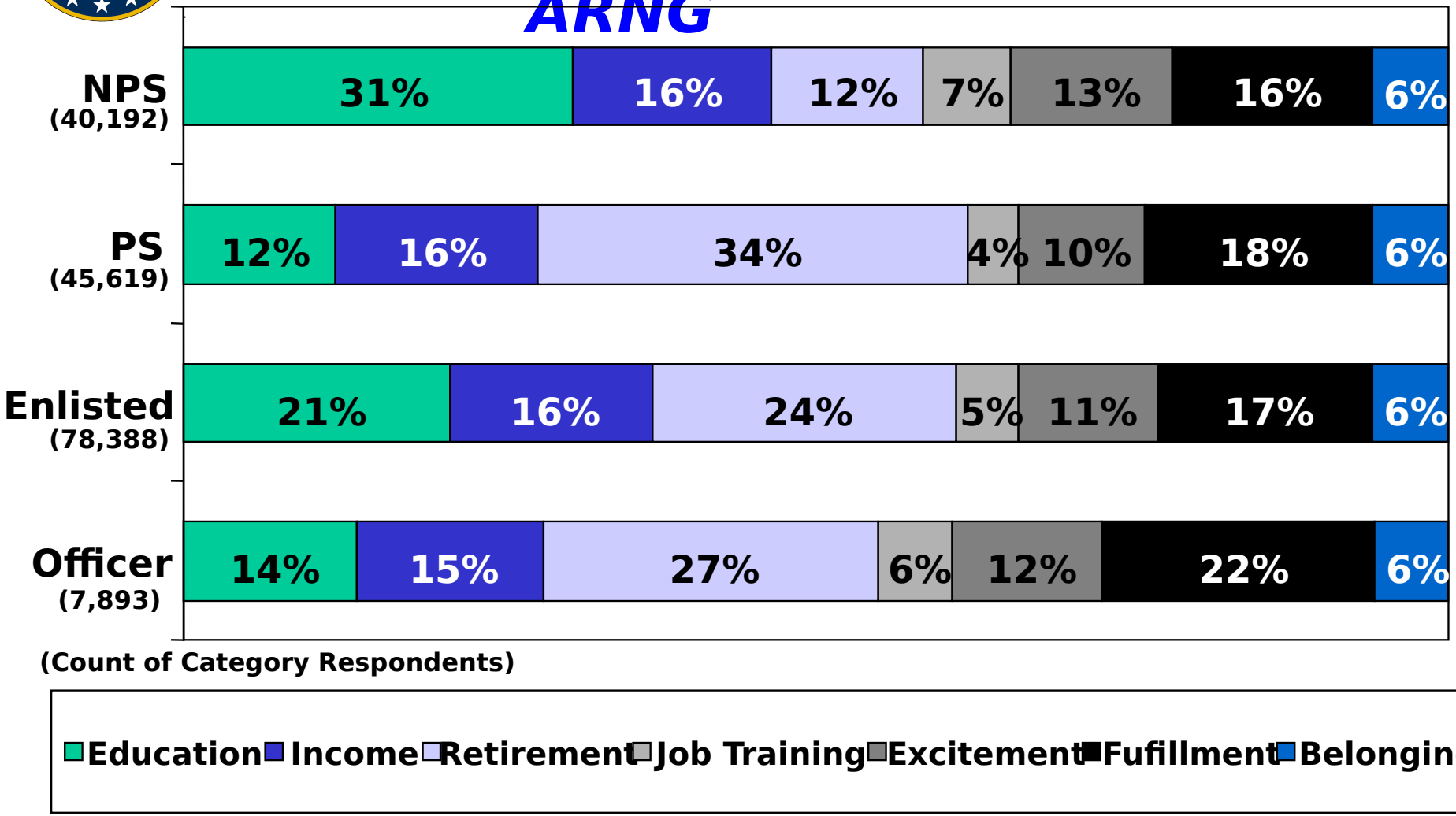
- **Relevant and Ready Focused.**
- **Effects Based Fire Support.**
- **Soldier Readiness Our Priority.**
- **Structured for the Futu**

Motivation to Join the ARNG



Information current as of 19 Dec 03 – Strength Management & Attrition Model (SMAM) Survey

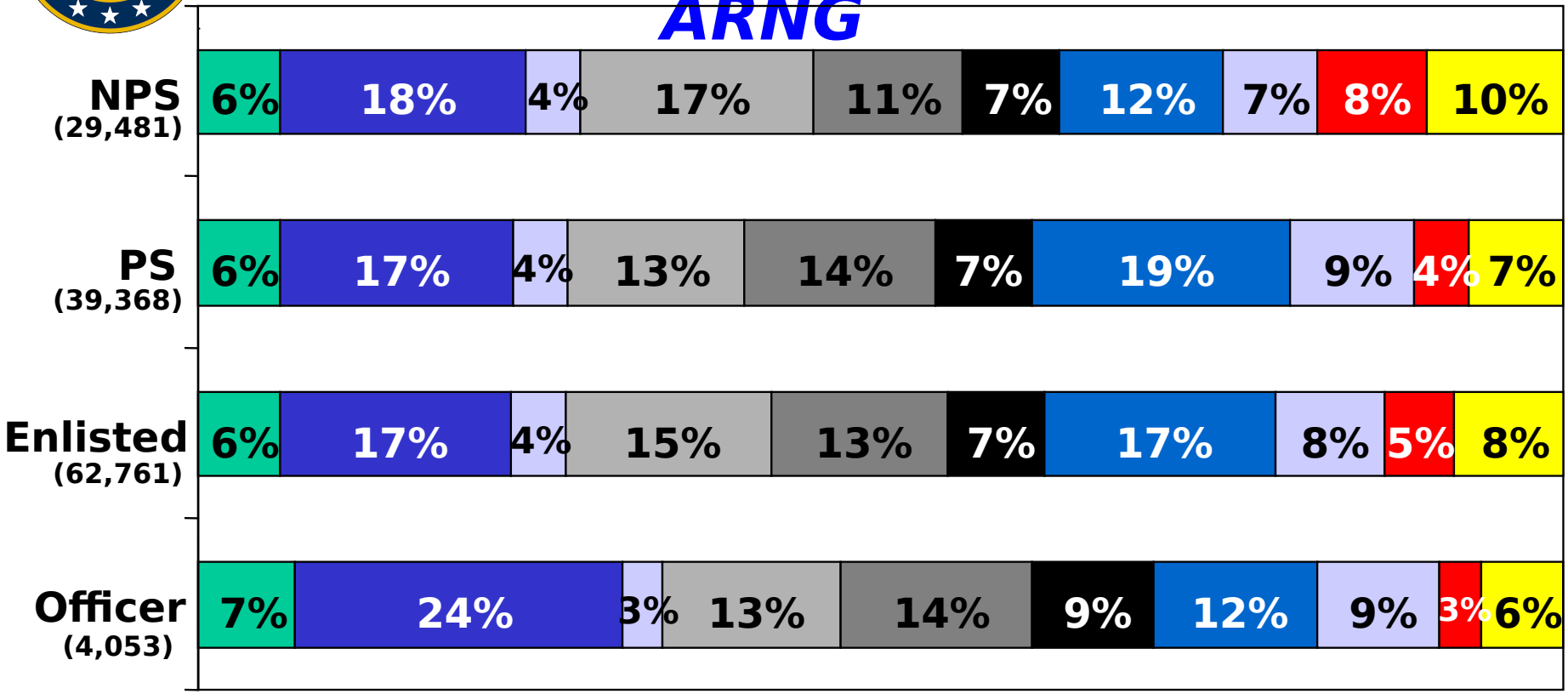
Motivation to Remain in the ARNG



Information current as of 19 Dec 03 – Strength Management & Attrition Model (SMAM) Survey

As of 19 Dec 03

Reasons for Leaving the ARNG



Information current as of 19 Dec 03 – Strength Management & Attrition Model (SMAM) Survey

Balanced Readiness

Take Care of People - Execute the Mission

"The Army's readiness is inextricably linked to the well-being of its people -- soldiers, civilians, retirees, and their families.

NOT " Either / Or "……..BOTH

How? Engender Self Reliance …..on the battlefield and at home……

Soldier/Employer Relationships

A Critical Balance

Employer Support for the Guard and Reserve assists soldiers in times of need during and after deployment.

Family Commitments

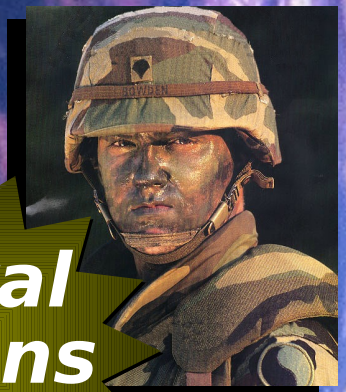
ESGR

EMPLOYER SUPPORT OF THE GUARD AND RESERVE

Military Requirements

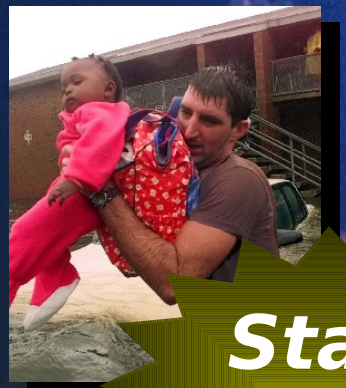
Work Requirements

Protecting Your World



Federal Missions

#1 Priority



State Missions

Major Theaters Of War

Small Scale Contingencies

Domestic Terrorism

Homeland Security

Information Operations

Emergency Response Missions

National Missile Defense

Full Spectrum Force